



ENTERPRISE ARMY WORKLOAD and PERFORMANCE SYSTEM

eAWPS

Business Transformation White Paper

Office of the Program Manager,
Enterprise Army Workload and Performance System
Office of the Deputy Under Secretary of the Army, Business Transformation

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As part of Business Transformation, the Army's goal is "To free human and financial resources for more compelling operational needs. Realizing this goal depends upon improving processes, developing tools to enhance enterprise-wide situational awareness and decision-making, and reducing organizational redundancy and overhead."

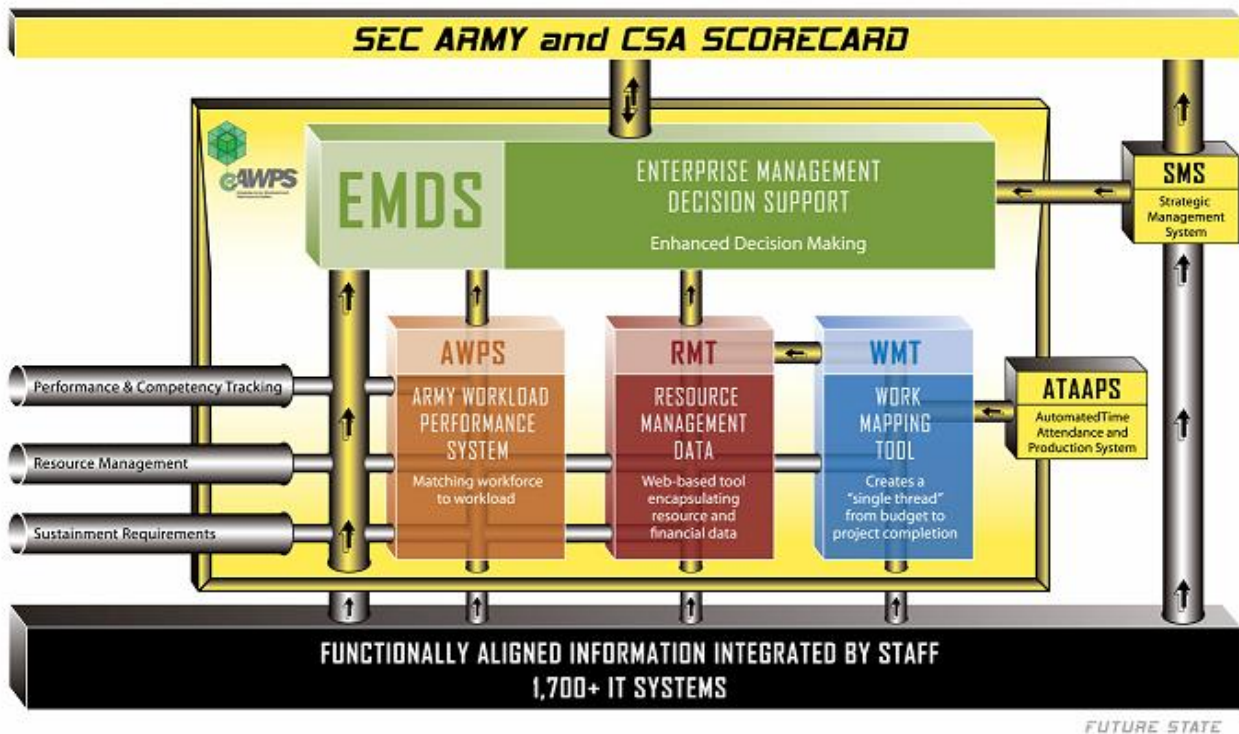
2007 Army Posture Statement

In order to achieve more rapid, efficient, and effective support of the warfighter, Army business processes need enhanced Situational Awareness to become much more responsive to the requirements generated by a very dynamic operational environment. Improved performance in turn requires that operational and resource information from these critical business processes become more robust, accessible, timely, and accurate to enable decision makers at all levels to plan and execute business plans to produce the required support outputs. Achieving this enhanced Situational Awareness, requires the Army to pursue an aggressive strategy in improving organizational design and performance, while enhancing data architectures and interfaces to enable data-sharing and integration, to reengineer business and production processes while eliminating waste and incorporate industry best practices, and to develop systems of accountability-based metrics to ensure continuing high performance. eAWPS brings such enterprise solutions capability to the Army.

Under the direction of the Secretary of the Army and the Chief of Staff, the Deputy Under Secretary of the Army for Business Transformation (DUSA(BT)) has assembled an array of analytic and programmatic capabilities to enhance Army performance and responsiveness to Warfighter demands. The eAWPS program is the integration of various modules and program implementations to accomplish the purposes outlined above. The modules are:

- ❖ Enterprise Management Decision Support (EMDS)
- ❖ Army Workload and Performance System (AWPS), both Depot and Tactical configurations
- ❖ Resource Management Tool (RMT)
- ❖ Work Mapping Tool (WMT)

This collection of tools together provides decision makers the capability for enterprise-wide actionable knowledge and is known as the Enterprise Army Workload Performance System (eAWPS). As an enabler of the Situational Awareness Focus Area, the tools comprising eAWPS are now or will soon be capable of supporting the other Focus Areas of Business Transformation. Their breadth of data and actionable knowledge will support a basis for solid Organization Analysis and Design. eAWPS will drive a new capability for measuring and analyzing processes under the Army's Lean Six Sigma Methodology, leading to continuous process improvement.



ENTERPRISE MANAGEMENT DECISION SUPPORT (EMDS)

State-of-the-art automated multifunctional decision support tool for senior Army leaders

Enterprise-wide cross-functional decisions based on source data from more than 1,700 Army IT systems

Allows senior leaders to define parameters to be considered and develop alternatives to significant issues by developing “what if” scenarios

ARMY WORKLOAD PERFORMANCE SYSTEM (AWPS)

Manages workload and tracks data accurately with Earned Value Methods to “pinpoint” cost, schedule, and/or resource problem areas, for any business process with a measurable output

Develops a decision support capability to provide managers with the ability to manage workload resources

Provides a predictive capability that forecasts project execution against known funded requirements and the ability to defend

RESOURCE MANAGEMENT TOOL (RMT)

Encapsulates resource and financial data as a web-based, bolt-on resource management solution

Aids Army Resource Managers with planning, programming, budgeting, executing, auditing, and utilizing Army funding by interfacing with the PPBE process and supporting technologies.

WORK MAPPING TOOL (WMT)

Links budget with time and attendance data, records statuses, and project work breakdown structures (WBS)

Creates a “single thread” from budget to planned work to accomplished work, starting with the Army budget process

Produces outcome-oriented reports

The Strategy For Future Implementation

The Army is planning significant enhancements to functionality of eAWPS components and coverage, and in doing so is broadening the capability which such systems provide Army leaders. Future capabilities will enhance budget building, execution and monitoring, and strengthen the utility of AWPS for senior decision makers. Additional AWPS functions will be implemented, including medical, base operations, and headquarters functions.

The implementation of **eAWPS** components to date has been on a deliberate schedule. Each substantive application has been carefully studied to determine the availability of the required data and the data flows before the commitment of resources to install the system. Each application has been supported during the initial implementation and data “clean up” phases. Training of users has been extensive. This careful and deliberate implementation approach has led to AWPS’ success. The strategy for the continued **eAWPS** implementation into new organizations during the next several years, including its new broader transformation agenda, will follow the same basic approach.

Implementing **eAWPS** across all business mission functional areas has been assigned to project teams with specific products, acting in a synergistic fashion, and integrated product development. The project teams are managed independently with respective scopes, integration activities, project management plans, schedules, budgets and product approvals. To assure integration of these projects, the Program Manager, along with the Program Management Team (PMT) and the **eAWPS** Product Manager (PDM) provide oversight, guidance and direction for each project team.

The Army has demonstrated that the eAWPS can be very powerful in the matching of personnel requirements to the work to be performed. For example, **AWPS** and **RMT** are being employed as a daily management tool at many locations and have demonstrated its use can result in more efficient operations. It must be remembered that **eAWPS** is a toolbox of “applications” that are applied to various mission areas. While the basic AWPS model, for example, is the same for the different functional applications, the sources that feed data to the eAWPS toolbox and the output displays are different for each application in the toolbox. Thus, **eAWPS** is becoming a data environment in which all elements of Army business operations – requirements, budgets, human capital, resource allocation and performance measurement – are integrated to support decision making, process improvements and transformation of the Army business enterprise. The implementation of this plan will enable the Army to make significant progress in the development and defense of the civilian manpower program for the program/budget process and in longer range planning efforts such as Total Army Analysis.